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ABSTRACT

A firm proposal is made for a statement of policy on library training and education, and the utilization of manpower in libraries. This policy statement is intended to recommend categories of library manpower, and levels of training and education appropriate to the preparation of personnel for these categories, which will support the highest standards of library service for all kinds of libraries and the most effective use of the variety of manpower skills and qualifications needed to provide it. A table of categories for professional and supportive library personnel giving the title, the basic requirements (education and training) and the nature of responsibilities for each category is provided. (NH)

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Library Education and Manpower*

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IN THE OCTOBER 1968 issue of the *ALA Bulletin,* an article entitled "Education and Manpower for Librarianship" introduced for discussion some "first steps toward a statement of policy." The following statement is based upon that earlier exploration, and upon the many suggestions and criticisms which have come to the Office for Library Education through correspondence, conversation, and a series of regional conferences specifically held to discuss the original paper.

The *Statement of Policy* printed here is no longer a tentative outline but a firm proposal. On recommendation of the Executive Board, it is published for the information of the membership prior to its presentation to the Council of the ALA at the annual conference in Detroit. If adopted by the Council, it will stand as official ALA policy on library training and education, and the utilization of manpower in libraries—*Lester Asheim.*

ALA POLICY PROPOSAL

1 The purpose of the policy statement is to recommend categories of library manpower, and levels of training and education appropriate to the preparation of personnel for these categories, which will support the highest standards of library service for all kinds of libraries and the most effective use of the variety of manpower skills and qualifications needed to provide it.

2 Library service as here understood is concerned with knowledge and information in their several forms—their identification, selection, acquisition, preservation, organization, communication and interpretation, and with assistance in their use.

3 To meet the goals of library service, both professional and supportive staff are needed in libraries. Thus the library occupation is much broader than that segment of it which is the library profession, but the library profession has responsibility for defining the training and education required for the preparation of personnel who work in libraries at any level, supportive or professional.

4 Skills other than those of librarianship may also have an important contribution to make to the achievement of superior library service. There should be equal recognition in both the professional and supportive ranks for those individuals whose expertise contributes to the effective performance of the library.

5 A constant effort must be made to promote the most effective utilization of manpower at all levels, both professional and supportive. The table on page 342 suggests a set of categories which illustrates a means for achieving this end.

6 The titles recommended here represent categories or broad classifications, within which it is assumed that there will be several levels of promotional steps. Specific job titles may be used within any category: for example, catalogers, reference librarians, children's librarians would be included in either the "Librarian" or (depending upon the level of their responsibilities and qualifications) "Senior Librarian" categories; department heads, the director of the library, and certain specialists would presumably have the additional qualifications and responsibilities which place them in the "Senior Librarian" category.

7 Where specific job titles dictated by local usage and tradition do not make clear the level of the staff member's qualification and responsibility, it is recommended that reference to the ALA category title be used parenthetically to provide the clarification desirable for communication and reciprocity. For example:

Reference Assistant
(Librarian)

Head Cataloger
(Senior Librarian)

Library Aide
(Library Technical Assistant)

8 The title "Librarian" carries with it the connotation of "professional" in the sense that professional tasks are those which require a special background and education on the basis of which library needs are identified, problems are analyzed, goals are set, and original and creative solutions are formulated for them, integrating theory into practice and planning, organizing, communicating, and administering successful programs of service to users of the library's materials and services. In defining services to users, the professional person recognizes potential users as well as current ones, and designs services which will reach all who could benefit from them.

9 The title "Librarian" therefore should be used only to designate positions in libraries which utilize the qualifications and impose the responsibilities suggested above. Positions which are primarily devoted to the routine application of established rules and techniques, however useful and essential to the effective operation of a library's ongoing services, should not carry the word "Librarian" in the job title.

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* Throughout this statement, wherever the term "librarianship" is used, it is meant to be read in its broadest sense as encompassing the relevant concepts of information science and documentation; wherever the term "libraries" is used, the current models of media centers, learning centers, educational resources centers, information, documentation, and referral centers are also assumed. To avoid the necessity of repeating the entire gamut of variations and expansions, the traditional library terminology is employed in its most inclusive meaning.

10 It is recognized that every type and size of library may not need staff appointments in each of these categories. It is urged, however, that this basic scheme be introduced wherever possible to permit where needed the necessary flexibility in staffing.

11 The salaries for each category should offer a range of promotional steps sufficient to permit a career-in-rank. The top salary in any category should overlap the beginning salary in the next higher category, in order to give recognition to the value of experience and knowledge gained on the job.

12 Inadequately supported libraries or libraries too small to be able to afford professional staff should nevertheless have access to the services and supervision of a librarian. To obtain the professional guidance that they themselves cannot supply, such libraries should promote cooperative arrangements or join larger systems of cooperating libraries through which supervisory personnel can be supported Smaller libraries which are part of such a system can often maintain the local service with building staff at the Associate level.

Comments on the Categories

13 The *Clerk* classifications do not require formal academic training in library subjects. The assignments in these categories are based upon general clerical and secretarial proficiencies. Familiarity with basic library terminology and routines necessary to adapt clerical skills to the library's needs are best learned on the job.

14 The *Technical Assistant* categories assume certain kinds of specific "technical" skills; they are not meant simply to accommodate advanced clerks. While clerical skills might well be part of a Technical Assistant's equipment, the emphasis in his assignment should be on the special technical skill. For example, someone who is skilled in handling audiovisual equipment, or at introduc-

Categories of Library Personnel—Professional

TITLE		BASIC REQUIREMENTS	NATURE OF RESPONSIBILITY
For positions requiring library-related qualifications	*For positions requiring nonlibrary-related qualifications*		
Senior Librarian	Senior Specialist	In addition to relevant experience, education beyond the M.A., as: post-Master's degree; Ph.D.; relevant continuing education in many forms	Top-level responsibilities, including but not limited to administration; superior knowledge of some aspect of librarianship, or of other subject fields of value to the library
Librarian	Specialist	Master's degree	Professional responsibilities including those of management, which require independent judgment, interpretation of rules and procedures, analysis of library problems, and formulation of original and creative solutions for them (normally utilizing knowledge of the subject field represented by the academic degree)

Categories of Library Personnel—Supportive

TITLE		BASIC REQUIREMENTS	NATURE OF RESPONSIBILITY
Library Associate	Associate Specialist	Bachelor's degree (with or without course work in library science); OR Bachelor's degree, plus additional academic work short of the Master's degree (in librarianship for the Library Associate; in other relevant subject fields for the Associate Specialist)	Supportive responsibilities at a high level, normally working within the established procedures and techniques, and with some supervision by a professional, but requiring judgment, and subject knowledge such as is represented by a full, four-year college education culminating in the bachelor's degree
Library Technical Assistant	Technical Assistant	At least two years of college-level study; OR A.A. degree, with or without Library Technical Assistant training; OR Post-secondary school training in relevant skills	Tasks performed as supportive staff to Associates and higher ranks, following established rules and procedures, and including, at the top level, supervision of such tasks
Clerk	Clerk	Business school or commercial courses, supplemented by in-service training or on-the-job experience	Clerical assignments as required by the individual library

tory data processing, or in making posters and other displays might well be hired in the Technical Assistant category for these skills, related to librarianship only to the extent that they are employed in a library. A *Library Technical Assistant* is a person with certain specifically library-related skills--in preliminary bibliographic searching for example, or utilization of certain mechanical equipment—the performance of whose duties seldom requires him to call upon a background in general education.

15 The *Associate* categories assume a need for an educational background like that represented by a bachelor's degree from a good four-year institution of higher education in the United States. Assignments may be such that library knowledge is less important than general education, and whether the title is *Library* Associate or Associate *Specialist* depends upon the nature of the tasks and responsibilities assigned. Persons holding the B.A. degree, with or without a library science minor or practical experience in libraries, are eligible for employment in this category. The title within the Associate category that is assigned to the individual will depend upon the relevance of his training and background to the specific assignment.

16 The Associate category also provides the opportunity for persons of promise and exceptional talent to begin library employment below the level of professional (as defined in this statement) and thus to combine employment in a library with course work at the graduate level. Where this kind of work/study arrangement is made, the combination of work and formal study should provide 1) increasing responsibility within the Associate ranks as the individual moves through the academic program, and 2) eligibility for promotion, upon completion of the master's degree, to positions of professional responsibility and attendant reclassification to the professional category.

17 The first professional category—*Librarian,* or *Specialist*—assumes responsibilities that are professional in the sense described in paragraph #8 above. A good liberal education plus graduate-level study in the field of specialization (either in librarianship or in a relevant field) are seen as the minimum preparation for the kinds of assignments implied. The title, however, is given for a position entailing professional responsibilities and not automatically upon achievement of the academic degree.

18 The *Senior* categories assume relevant professional experience as well as qualifications beyond those required for admission to the first professional ranks. Normally it is assumed that such advanced qualifications shall be held in some specialty, either in a particular aspect of librarianship, or some relevant subject field. Subject specializations are as applicable in the *Senior Librarian* category as they are in the *Senior Specialist* category.

19 Administrative responsibilities entail advanced knowledge and skills comparable to those represented by any other high-level specialty, and appointment to positions in top administration should normally require the qualifications of a *Senior Librarian* with a specialization in administration. This category, however, is not limited to administrators, whose specialty is only one of several specializations of value to the library service. There are many areas of special knowledge within librarianship which are equally important and to which equal recognition in prestige and salary should be given. A highly qualified person with a specialist responsibility in some aspect of librarianship—archives, bibliography, reference, for example—should be eligible for advanced status and financial rewards without being forced to abandon for administrative responsibilities his area of major competence.

Implications for Formal Education

20 Until examinations are identified that are valid and reliable tests of equivalent qualifications, the academic degree (or evidence of years of academic work completed) is recommended as the single best means for determining that an applicant has the background recommended for each category.

21 In the selection of applicants for positions at any level, and for admission to library schools, attention should be paid to personal aptitudes and qualifications in addition to academic ones. The nature of the position or specialty, and particularly the degree to which it entails working with others, with the public, or with special audiences or materials should be taken into account in the evaluation of a prospective student or employee.

22 As library services change and expand, as new audiences are reached, as new media take on greater importance in the communication process, and as new approaches to the handling of materials are introduced, the kinds of preparation required of those who will be employed in libraries will become more varied. Degrees in fields other than librarianship will be needed in the Specialist categories. For many Senior Librarian positions, an advanced degree in another subject field rather than an additional degree in librarianship, may be desirable. Previous experience need not always have been in libraries to have pertinence for appointment in a library.

23 Because the principles of librarianship are applied to the materials of information and knowledge broader than any single field, and because they are related to subject matter outside of librarianship itself, responsible education in these principles should be built upon a broad rather than a narrowly specialized background education. To the extent that courses in library science are introduced in the four-year, undergraduate program, they should be concentrated in the last two years and should not constitute a major inroad into course work in the basic disciplines: the humanities, the sciences, and the social sciences.

24 Training courses for Library Technical Assistants at the junior or community college level should be recognized as essentially terminal in intent (or as service courses rather than a formal program of education), designed for the preparation of supportive rather than professional staff. Students interested in librarianship as a career should be counselled to take the general four-year college course rather than the specific two-year program, with its inevitable loss of time and transferable content. Graduates of the two-year programs are not prohibited from taking the additional work leading to the bachelor's and master's degrees, provided they demonstrate the necessary qualifications for admission to the senior college program, but it is an indirect and less desirable way to prepare for a professional career, and the student should be so informed.

25 Emphasis in the two-year *Technical Assistant* programs should be more on skills training than on general library concepts and procedures. In many cases it would be better from the standpoint of the student to pursue more broadly-based vocational courses which will teach technical skills applicable in a variety of job situations rather than those limited solely to the library setting.

26 Undergraduate instruction in library science other than training courses for Library Technical Assistants should be primarily a contribution to liberal education rather than an opportunity to provide technological and methodological training. This does not preclude the inclusion of course work related to the basic skills of library practice, but it does affect teaching method and approach, and implies an emphasis on the principles that underlie practice rather than how-to-do-it, vocational training.

27 Certain practical skills and procedures at all levels are best learned on the job rather than in the academic classroom. These relate typically to details of operation which may vary from institution to institution, or to routines which require repetition and practice for their mastery. The responsibility for such in-service parts of the total preparation of both librarians and supportive staff rests with libraries and library systems rather than with the library schools.

28 The objective of the master's programs in librarianship should be to prepare librarians capable of anticipating and engineering the change and improvement required to move the profession constantly forward. The curriculum and teaching methods should be designed to serve this kind of education for the future rather than to train for the practice of the present.

29 Certain interdisciplinary concepts (information science is an example) are so intimately related to the basic concepts underlying library service that they properly become a part of the library school curriculum rather than simply an outside specialty. Where such content is introduced into the library school it should be incorporated into the entire curriculum, enriching every course where it is pertinent. The stop-gap addition of individual courses in such a specialty, not integrated into the program as a whole, is an inadequate assimilation of the intellectual contribution of the new concept to library education and thinking.

30 In recognition of the many areas of related subject matter of importance to library service, library schools should make knowledge in other fields readily available to students, either through the appointment of staff members from other disciplines or through permitting students to cross departmental, divisional, and institutional lines in reasoned programs in related fields. Intensive specializations at the graduate level, building upon strengths in the parent institution or the community, are a logical development in professional library education.

31 Library schools should be encouraged to experiment with new teaching methods, new learning devices, different patterns of scheduling and sequence, and other means, both traditional and nontraditional, that may increase the effectiveness of the students' educational experience.

32 Research has an important role to play in the educational process as a source of new knowledge both for the field of librarianship in general and for library education in particular. In its planning, budgeting, and organizational design, the library school should recognize research, both theoretical and applied, as an imperative responsibility.

Continuing Education

33 Continuing Education is essential for all library personnel, professional and supportive, whether they remain within a position category or are preparing to move into a higher one. Continuing education opportunities include both formal and informal learning situations, and need not be limited to library subjects or the offerings of library schools.

34 The "continuing education" which leads to eligibility for Senior Librarian or Specialist positions may take any of the forms suggested directly above so long as the additional education and experience are relevant to the responsibilities of the assignment.

35 Library administrators must accept responsibility for providing support and opportunities (in the form of leaves, sabbaticals, and release time) for the continuing education of their staffs. ▯▯▯

SUPPLEMENTARY NOTE:

The format of the Table on page 342 has led to some misinterpretation of the meaning of the suggested classifications. The tabular presentation, with its vertical column of category-titles, may obscure the flexibility that is intended. The accompanying illustration suggests another way to present the categories to reflect the unity of the total library service which we are trying to convey.

If one thinks of Career *Lattices* rather than Career *Ladders*, the meaning of the Policy Statement may be better visualized. The movement among staff responsibilities, for example, is not necessarily directly up, but often may be lateral to increased responsibilities of equal importance. Each category embodies a number of promotional steps within it, as indicated by the gradation markings on each bar. The top of any category overlaps in responsibility and salary the next higher category, as this chart shows.

This does not alter the text of the Statement, but it does provide another way to illustrate it.